

6 December 1974

Executive Registry

74-6701

MEMORANDUM FOR: Director of Central Intelligence

FROM : Inspector General

SUBJECT : Marchetti-type problems  
Attitudes and Proposals by Certain Personnel

1. In response to your request in the midst of our headquarter interviewing last August, we asked one hundred and seventy-five professional personnel who had been with the Agency either four or nine years, two questions, namely: their attitude about the Agency's handling of Marchetti-type problems; and what they would propose the Agency should do about such problems. Almost without exception the response was to the Marchetti case alone. In this respect, 50% of those interviewed approved the conduct of the case; 40% were critical; and 10% had no basis for an opinion.

2. In the overall division of attitudes about the handling of the case, 87 approved of the way the Agency handled the case: they felt it had to act in the fashion it did; they believed it did everything it could under the circumstances. It is possible that as much as a fourth of these respondents had a limited knowledge of the case and believed that the litigation dealt primarily with an attempt to enforce the Secrecy Agreement itself. In contrast to this group, 70 employees, who knew that the court case shifted to a trial over the content of the book, were critical of Agency judgment and staff work: in asking that material be deleted unnecessarily, especially in view of the climate in the courts and country about secrecy classifications; in its apparent indecisiveness in withdrawing deletions, thus making the Agency look foolish and unprofessional; in preparing the court case poorly; in over reacting generally, including going "too public," and giving the book invaluable publicity. These two groups, however, were unanimous in their belief that the Agency must have a legal means to protect its essential work, and especially a viable secrecy agreement with its personnel. [See appended table for a breakdown of attitudes about Agency actions.]

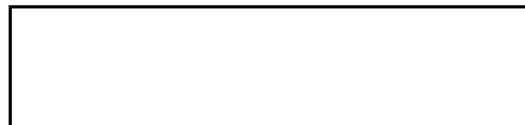
3. Of the 87 who approved of the Agency's handling of the Marchetti case, 39% had proposals for how such problems should be handled in the future. Of the 70 who were critical, 87% offered suggestions on how such matters should be handled in the future. Four who felt that they had no basis for an opinion -- positive or negative -- nevertheless offered views as to how to handle such future problems. In the order of the number making each proposal, the suggestions are summarized below:

- ✓ a. Seek enforceable legislation which permits the Agency to protect its security (e. g. a Secrets Act, secrecy agreement, prohibition against publishing classified material) -- 42.5%.
- ✓ b. Be more realistic about censoring material (e. g. ignore what is not harmful; weigh the consequences in terms of the increased exposure which results; reform the classification system) -- 16.2%.
- c. Prepare better cases for court (e. g. prepare back-up positions, avoid battles on dubious issues) -- 12.1%.
- d. Devise better screening or control of employees (e. g. retest employees on their reliability; remind them in clear terms of their commitment; and screen applicants more closely) -- 11.1%.
- e. Avoid all publicity about the Agency as far as possible (e. g. play things in low key; do not over react) -- 9%.
- f. Miscellaneous -- 9.1%.

4. A few of the specific proposals which might be of interest, were to:

- ✓ a. Ask applicants if they believe in the need to classify material and are willing to accept management decisions on such matters.
- ✓ b. Ask employees to reaffirm their Secrecy Agreement at certain intervals.

- ✓ c. Beware of the super-patriot or zealot in selecting new personnel.
- d. Develop contingency plans for handling such problems (general); appoint a special trouble shooting staff for such things (keeping officers on their regular jobs).
- e. Try to head off such problems (general); institutionalize the channel for constructive dissent.
- f. Enlist the assistance of Congressional Oversight Committees on Agency security problems.



Donald F. Chamberlain  
Inspector General

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Favorable Comments on Agency Actions  
in the Marchetti Case  
by 87 Interviewees

Agency did what it should and could as best as it could well handled under the circumstances well handled in view of these times	24
Agency had to take legal action generally, it had to take the case to court	20
Agency was right in taking legal action on the Secrecy Agreement	17
Approve the Agency's right to take legal action to delete material it deems should not be published on the right to screen on the right to censor to stop the publishing of classified material on submitting to court decision what we think should be deleted (very few)	21
Internal Agency memos were good impressed by the information provided kept us informed about things in public view	9
	<hr/> 91

NOTE: Totals 91 because 4 interviewees each made 2  
distinct comments.

Critical Comments on Agency Actions  
in the Marchetti Case  
by 70 Interviewees

Poor judgment and staff work leading  
to over reaction and overkill on the  
matter of deletions

many were unnecessary  
should have moved more slowly  
would be better to ignore in many instances  
should challenge only where essential  
poor judgment on how far to go

23

Made us look foolish in court and then  
in the papers

9

Only served to publicize the book, and make  
us look silly in the Bold Type

6

38

Poor handling by management generally  
Should have had a contingency policy/plan  
long ago

Poor approach to the publisher

Demonstrably unprepared to handle the case

Counter-productive to take unenforcible issues  
to court

Spent too much time defending itself, and going  
to the public which is counter-productivity

13

Poor legal handling  
presentation to the court  
need a better legal defense

12

Should have handled Marchetti more strictly  
prosecute him further  
try him on espionage  
burn his manuscript  
been firmer with him

8

33

71

NOTE: One interviewee made two comments.

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SECRET

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Inspector General

EXTENSION

NO.

DATE

6 December 1974

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Central Intelligence

12/6

12/16

WCC  
b/p

2. IG

16 Dec 74

ST

3. SDB

16 Dec 74

A

4.

5. IG

A

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15.

The attached report summarizes information acquired by interviews of employees as part of the current headquarters interview program. The questions were added at your request at a time when we were already about half way through the program.

The rest of the information is now being machine processed, after which it will be analyzed and put in a final report of our findings to be submitted to you. The attached information is from a smaller sample, and was not designed for machine processing and is submitted separately in advance of the main report.

D. F. Chamberlain

Most interesting -  
I agree with some of  
the criticism - Pls  
distribute to Mgt Comm for  
info + any comment or  
action believed desirable -

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FORM

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